



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY UNDER SECRETARY OF THE ARMY
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WASHINGTON, DC 20310-0102

28 April 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Enterprise Resource Planning (ERP) Programs Policy

1. Reference: Defense Acquisition University ERP Terms and Definitions (<http://www.army.mil/aeioo/DUSABT/index.htm>)
2. Background: The Army needs to change its use of ERP solutions. Our priority has often been legacy system replacement instead of true business transformation. Business Transformation begins with process improvement and organizational re-design.
3. ERP Acquisition Prerequisites: Lean Six Sigma, business process re-engineering (BPR), and streamlining are the preferred techniques for addressing Army process transformation and should precede any ERP acquisition effort.
4. ERP Modification Policy: The Army can not support the fielding of COTS ERP systems which have modified system source code. ERP modifications should only be done via internal configuration settings already included in the COTS ERP product baseline. In the event that additional automation is needed, then such enhancements should be implemented using Web services and service-oriented architectures.
5. I appreciate your continued support to ensure the Army leverages information technology in the most cost-effective, efficient manner possible. Deviation or waiver requests to this policy must be staffed through the responsible Mission Area Domain Lead, through the CIO/G-6 to the Deputy Under Secretary of the Army for Business Transformation, DUSA(BT).

A handwritten signature in black ink, reading "Thomas E. Kelly III".

Thomas E. Kelly III